

How Firm A Foundation



At

the founding of Taylor University in 1846, evangelical Christians had already established "How Firm a Foundation" as a favorite worship hymn. Now a century and a half later as we sing it frequently at chapel and special events, I am always impressed with the sentiments expressed in the hymn and moved by the relevance of the truths to daily contemporary experience. *How firm a foundation, ye saints of the Lord, is laid for your faith in His excellent word!*

In a post-modern world with ambiguity, complexity, diversity, ethnicity, relativism and subjectivity being the watchwords and while the entire world culture reels in moral and political chaos, I am not ashamed to state that Taylor University takes the revelation of God in the Bible to be foundational. Our religion and philosophy department is solid on innerrancy; however, confidence in scripture is not relegated to the ghettos of religious studies. The integration of Biblical faith with learning is taken seriously across the spectrum of academic life and throughout student life activities.

What more can He say than to you He hath said, to you who for refuge to Jesus have fled? Modernity has sharpened our understanding by adding to our vocabulary such words as alienation, dysfunction, fragmentation, complexes, sublimation, rationalization, angst, depression, syndromes, compulsions, addictions and even multiple personalities.

We, however, still take seriously the need for personal salvation with its incumbent confession, repentance, forgiveness, restoration, obedience and eternal life; ancient ideas to be sure, but when understood properly in biblical context the best formula for personal happiness, mental health, civil human relationships, harmony and hope. The necessary and precise nomenclature and insights of the social sciences do not erode the bedrock truth of the gospel and its power to save and transform.

*Fear not I am with thee, O be not dismayed,
For I am thy God and will still give thee aid;
I'll strengthen thee, help thee and cause thee to stand,
Upheld by my righteous, omnipotent hand.*

This year, as in the past, a large part of our agenda at every level, chapel to laboratory, has been to teach and model the intimacy of knowing God in a living personal way, to cultivate the inner voice and to assist students to become self-regulating Christian adults.

*When through fiery trials thy pathway shall lie
My grace, all sufficient, shall be thy supply
The flame shall not hurt thee; I only design
Thy dross to consume and thy gold to refine.*



Dr. Jay Kesler, president

A word from Dr. Daryl Yost

There are many occasions when we use the term foundation — not fully realizing the implications of its potential meaning. In 2 Timothy 2:19 we find this admonition from Paul to Timothy, “Nevertheless, God’s solid foundation stands firm, sealed with this inscription: ‘The Lord knows those who are His.’”

The word foundation has two distinct meanings: 1) the basis on which a building is constructed, or 2) the traditions of an organization, institution or philosophy on which such has existed. Obviously, the latter represents Taylor University. Just as the Apostle Paul states in 2 Timothy 2:19, the Church has a certain inscription on it; thus, as we close out one millennium and begin another, Taylor University, as an institution of Christian higher education, has a legacy with a tradition for excellence — an inscription.

Taylor University has worked hard to create this foundation upon which the future will be built for Christ and His kingdom. The way to acknowledge this is to recognize the 153 years of history. God has been faithful in this great adventure.

As you examine this annual report, you will note many evidences of the University’s strength. It is not my intention to mention individual successes; however, it is my desire to note the strength is not manifested in any one individual, but the sum of the entire University. The University is about the education of men and women in an environment of excellence as the result of everyone’s contribution.

As we bade farewell to the class of 1999, we did expect each one to be a part of the continuation of the traditions of Taylor University and contribute to the work of continuing to build the foundation. Just as the work of building the Church is never complete, likewise, Taylor University’s task is never complete.

A Pollyanna faith will simply not do in such times as these. Each school year including this one has its painful and sometimes excruciating experiences. Parents and grandparents die. Students experience accidents, disease, heartbreak, disappointment, death, adjustment and despair. What to do? At Taylor we actually believe the words of the hymn. The sovereign hand of God is at work and at the same time we are exercising our human freedom within His constituted world. Above all His intentions are good and in the final analysis bring us personal refinement.

By way of report I assure you this past year, though imperfectly, we have trusted God through some intensely “fiery trials.”

*The soul that on Jesus hath leaned for repose
I will not, I will not desert to its foes;
That soul, though all hell should endeavor to shake,
I’ll never, no, never, no, never forsake!*

My eyes always fill with tears when we sing I will not, I will not . . . I’ll never, no, never, no, never forsake.

I must admit that at times it is necessary to set the jaw, grit one’s teeth and believe God even when surrounding circumstances belie the promise. Hymns are often more powerful than logic, experience, emotions or sermons to assist in stabilizing trust and confidence. At the root, this is the basis for there being a Taylor University — to blend together rigorous academic pursuits with robust faith. This combination protects from intellectual pride and unfocused religious passion.

This issue of the Taylor report will encourage you with evidence that we are building on a “firm foundation.”



The U.S. News and World Report college guide named Taylor as the number two Midwestern liberal arts college in 98-99, a one-place improvement the previous year.

1. St. Mary's College (Ind.)
2. Hillsdale College (Mich.)
2. Taylor University (Ind.)
4. St. Norbert College (Wis.)
5. Ohio Northern University
6. Otterbein College (Ohio)
7. Principia College (Ill.)
8. Augustana College (S.D.)
9. Bethel College (Minn.)
9. Mount Union College (Ohio)
9. North Park University (Ill.)
9. Simpson College (Iowa)

Campus Activities

- The Fort Wayne Youth Conference featured guest speaker Bart Campolo and a concert by Big Tent Revival. One hundred Taylor students helped facilitate the event.
- TUFW chapel services were held in the First Missionary Church, located adjacent to campus. Special services during the year included Spiritual Renewal Week featuring teaching by Ron Hutchcraft and performances by the gospel choir.
- The Multicultural Activities Committee of TUFW organized "Biblically Correct," a discussion on the call of Christians to engage with the urban environment. The committee, a racially diverse group, planned several other activities on campus as well.
- The Upland career development offices began posting all job opportunities on the Internet, allowing students easier access to employment options.
- TUU's AHANA (African, Hispanic, Asian and Native American) led several campus activities, including chapel services, prayer meetings and discussions. Over 250 students attended one of the prayer meetings.
- A seven-week leadership class attracted 186 Upland students and 50 Fort Wayne students.
- Upland's 65th Youth Conference was held in April. Nearly 435 high school students attended. Over 500 Taylor students helped organize the event.
- Chapel on the Upland campus continued to be well-attended. A highlight from the past year was the student-led Relational Enrichment Week.

Students in Ministry

- Fort Wayne's Taylor World Outreach (TWO) sponsored three spring break trips. Students traveled to Jamaica, Hawaii and New York City (a joint trip with Upland's TWO).
- TUFW students collected clothing and necessities for refugees who relocated to Fort Wayne.
- Fort Wayne students collected used Bibles to ship overseas.
- Teams of TUFW students traveled to Costa Rica and Jamaica during January-term, as part of Taylor's tradition of Lighthouse trips.
- Upland students raised \$10,075 for hunger relief in North Korea and hurricane relief in Honduras.
- Upland TWO sponsored five January-term Lighthouse trips (to Australia, the Bahamas, Ghana, India and Venezuela) and two spring break trips, (to Jamaica and New York City). The Habitat for Humanity group participated in two work projects, in Denver and Miami, over spring break.
- Over 900 Upland students were involved in Bible study and accountability groups, organized through the discipleship coordinator program.
- The Upland residence life staff held a weekend conference, "Pursuing Holiness and Spiritual Maturity," for male students. Over 400 attended. A day-conference for women was held in February. Over 140 students attended "Women Entering the 21st Century."

Enrollment

	1997-98	(FTE ¹)	1998-99	(FTE ¹)
Fort Wayne Campus	410	331	410	333
Upland Campus	1,884	1,913	1,876	1,895
Total	2,294	2,244	2,286	2,228

¹FTE – full time equivalency

Athletic Highlights

Fort Wayne Teams	Finishing Record
Men's Basketball	11-14
Women's Basketball	11-14
Men's Soccer	5-11-1
Women's Volleyball	10-26

Upland Teams	Finishing Record
Football	8-3
Men's Baseball	14-18
Men's Basketball	12-18
Women's Basketball	18-14
Men's Soccer	10-10
Women's Soccer	10-5
Women's Softball	23-16
Volleyball	46-7

Fifteen students from Upland were named NAIA All-American Scholar Athletes during the past year. Other highlights include an exceptional year for the women's softball team, which had its most wins ever. Women's basketball Coach Tena Krause was named the MCC coach of the year. The tennis team finished fourth in the Mid-Central Conference. The volleyball team had one of the year's most successful seasons, with a 46-7 finish and several individual athlete awards. Women's soccer finished second in the MCC regular season. The men's and women's outdoor track team competed in the NAIA National Meet with several top 10 individual performances.

The Trojan football team advanced to its first-ever playoff game and conference championship. Men's cross-country ranked seventh in the nation. The men's track and field team qualified 10 runners for All-American status; shot putter Steve Ercegovic qualified for the 2000 Olympic Games (representing Croatia). The golf team finished second in the conference for the second year in a row. Tennis Coach Don Taylor led the number one doubles team in NAIA national tournament competition.

In Fort Wayne, the women's basketball team had its most successful season since 1990; three athletes were named to the all-tournament team. The men's basketball team competed in the Big Four Tournament at Moody Bible Institute; one athlete was named all-tourney.

Academics

- Upland students, with the help of \$25,000 in anonymous donations, built Taylor's first solar car for competition in Sunrayce 99.

- The faculty voted to establish a committee to review and evaluate the general education program at Taylor over the next two years.

- Five departments conducted program reviews as part of the academic affairs assessment plan to ensure that programs being offered are current and reflect the quality that would be associated with distinctive Christian higher education.

- During 1998-99, 336 students participated in off-campus programs. Approximately 16 percent of the student body now participates in an off-campus experience.

- TUFW's journalism publications recently won 16 awards in national competition hosted by the Association of Christian Collegiate Media.

- The Upland campus, along with nine other Council for Christian Colleges and Universities schools, began a four-year research project to assess faith development among students.

- A new state-of-the-art observatory was installed on the roof of Nussbaum Science Center. The third phase of renovations to the building also was completed.

- More than 430 students attended summer school on the Upland campus. Summer school enrollment on the Fort Wayne campus increased by 15 percent to 222 students.

- On October 22-24, TUU hosted the 1998 National Assessment Conference of the Council of Christian Colleges and Universities. Over 250 participated.

Financial Aid Awarded

FIVE-YEAR COMPARISON, UPLAND & FORT WAYNE CAMPUSES COMBINED
(number of awards granted and total amount of awards)

	1998-99		1997-98		1996-97		1995-96		1994-95	
	AWARDS	AMOUNT	AWARDS	AMOUNT	AWARDS	AMOUNT	AWARDS	AMOUNT	AWARDS	AMOUNT
Federal Aid	3,356	\$8,707,610	3,210	\$8,033,641	3,188	\$7,926,427	3,173	\$8,003,115	3,036	\$7,120,675
State Aid	424	1,568,158	455	1,199,524	387	1,069,086	369	948,652	361	894,856
Taylor University Aid	3,267	8,008,030	1,910	7,182,973	1,880	6,541,153	1,884	5,569,914	2,059	4,818,308
Other Sources	387	738,678	418	753,700	344	585,715	332	492,606	301	463,359
Total Aid Awarded		\$19,022,476		\$17,169,838		\$16,122,381		15,014,287		\$13,270,98

Building Projects

In Fort Wayne, the grounds and maintenance crews completed a \$200,000 renovation project which included significant remodeling in Witmer Hall, replacing roofs and resealing parking lots. The Cardinal Conference Room was converted into a fully-equipped technology center. In Founders Hall, the private dining room facility was renovated, allowing the hall to be used for Board meetings and other formal occasions.

Results of the Taylor Tomorrow Capital Campaign allowed for 1998-99 to be a significant year of planning and construction. One building was completed, another begun, two prospective buildings were named and countless renovations were made.

Groundbreaking for the TUFW Student Commons Center occurred at the conclusion of the May meeting of the Board of Trustees. The new center will house a cafeteria, student lounges, post office, bookstore, campus safety, a prayer room, student development, career services, conference rooms, a recreation center and other work rooms.

In Upland, students took occupancy in the new Samuel Morris Residence Hall, which houses 280 men. Odle Gymnasium received a face-lift with the addition of a new maple floor, designed to absorb and diffuse the force of impact, causing less strain to athletes. Construction began on a two-room addition to the Hodson Dining Commons; the new addition will double the banquet space. Further renovations to the dining commons will make the facility more accessible to individuals with disabilities.

The Board of Trustees passed naming resolutions for two proposed buildings for the Upland campus, the Kesler Student Activities Center and the Modelle Metcalf Visual Arts Center. The Kesler Center will feature four multipurpose playing surfaces, four racquetball courts, an indoor track and several training and fitness rooms. The Metcalf Center is the final component of the fine arts complex and will include art studios, classroom space, computer graphic arts technology and two galleries.

Scholarships

Many Taylor University students rely on endowed and annual scholarships in order to fund their education.

On the Fort Wayne campus, 81 percent of the student body receive some form of financial aid. During the 1998-99 school year, 88 students received over \$181,000 in scholarships; four new scholarships were written for the upcoming school year.

Twenty new scholarships were written in Upland. A total of \$786,095 was awarded in endowed, annual and alumni dependent scholarships. An additional \$134,408 was awarded in church gifts. Eighty-one percent of the Upland student body receives some form of financial aid.

Lifelong Learning

- Fourteen online associate of arts degree students were accepted.

- Taylor began a pilot program of continuing education on the Fort Wayne campus. The first three sessions focused on Y2K for ministries, Y2K for individuals and a seminar on fiction writing. Plans are underway for further seminars on both campuses; each seminar examines one aspect of personal, professional or pastoral/ministry development.

- More than 1,060 online or correspondence courses were completed through the Institute of Extended Learning.

- Over 3,000 individuals participated in courses or activities through the College of Adult and Lifelong Learning, the Center for Justice and

Urban Leadership, continuing education and the Community School of the Arts.

- A second grant from the Crowell Trust was received. The grant enables the University to pilot a leadership development seminar series for Christian CEOs.

- In response to growing concern over Internet content, Taylor hosted "God Is Bigger than the Internet," a day-camp designed to give children tools for making wise decisions on the Internet.

- In response to the need for additional educational leadership, the decision was made to add a vice president for adult and continuing education. The search for a suitable candidate now is underway.

Taylor University Broadcasting, Inc.

While music coming from the studio fills the airwaves, the offices and project rooms of The WBCL Radio Network are filled with blueprints, UPS boxes and staff in planning sessions. This is the beginning of the *HeartSounds for Tomorrow* expansion project, which includes upgrading equipment for Y2K compatibility, expanding existing Internet service and construction of a production studio currently underway. This project will include an 1100 square foot addition to the current WBCL facility on the Fort Wayne campus.

During June, listeners who were inspired by a generous anonymous matching gift of \$245,000 pledged a total of \$681,000. This surpassed the project goal of \$641,000.

WBCL staff met the community at the Fulton County Fair (Wauseon, Ohio); Family Day at the Christian Family Center (Adrian, Mich.); Celina Lake Festival (Celina, Ohio); Grabill County Fair (Grabill, Ind.); Three Rivers Sunday

School Convention (Fort Wayne, Ind.); NOYSS (Archbold, Ohio); and Fantasy of Lights (Fort Wayne).

In addition, WBCL also co-sponsored Deb Gardner Defense Seminar, An Evening with Mark Lowry, Wounded Workers Seminar, and A Day Away in Indiana and Ohio.

The WBCL Radio Network is organized under Taylor University Broadcasting, Inc., as a wholly owned subsidiary of Taylor University. Broadcasting via WBCL (90.3 in Fort Wayne), WBCY (89.5 in Northwest Ohio), WBCJ (88.1 in West Central Ohio) and 106.1 in Muncie, Ind., the network provides a format of 80 percent music and 20 percent teaching and talk to a listening audience of as many as 100,000 people.

In addition, The WBCL Radio Network programming can be heard around the world, live on our Internet site: www.wbcl.org. —Char Binkley, station manager

Presidential Search

The search for Taylor's next president dominated much official action during the 1998-99 fiscal year. Following Dr. Kesler's announcement of his June 2000 retirement, the Board of Trustees entrusted the President's Council for Assessment, Long-Range and Strategic Planning with research responsibilities.

PCAP held forums with employees and students, collected the thoughts and opinions of the Taylor community, and presented them in a report at the January meeting of the Board. Dr. Roger Jenkinson directed PCAP in this process.

A search and screen committee was then formed, chaired by Ken Flanigan, current vice chair of the

Board. This committee approved a proposed timeline for the search. A short list of candidates is to be presented to the Board in January 2000. Selection of the next president is scheduled for March or April.

Community members were invited to participate in monthly prayer gatherings on both campuses, where guidance for the presidential search and transition was sought. Community members also received a letter, asking for nominations of potential presidential candidates.

To honor Dr. Kesler and his wife, Janie, the Board approved the naming of a proposed facility on the Upland campus, the Kesler Student Activities Center.

Total Giving by Constituency

FISCAL YEARS 1997-98 & 1998-99
(in thousands of dollars)

	Annual/Taylor Fund		Special Projects ¹		Restricted ²		Other ³		Total	
	97-98	98-99	97-98	98-99	97-98	98-99	97-98	98-99	97-98	98-99
Trustees and Trustees Emeriti	2,853	102,000	890,924	1,222,809	37,373	209,809	21,264	124,275	952,414	1,658,218
Employees	31,973	25,464	85,477	72,329	35,271	40,416	56,194	71,008	208,915	209,217
Parents	59,940	76,221	22,474	96,398	29,870	46,715	71,448	60,196	183,732	279,530
Alumni	721,757	746,376	248,496	1,325,239	239,258	315,422	175,593	181,283	1,385,104	2,568,320
Friends	298,389	314,646	445,532	1,417,932	136,540	191,183	300,491	267,573	1,180,952	2,191,334
Business/Industry	80,941	93,375	111,396	355,493	253,391	143,006	75,044	175,931	520,772	767,805
ICI	75,276	66,498	0	0	3,000	3,500	17,500	2,850	95,776	72,848
Private Foundations	30,375	41,675	825,595	9,000,953	59,350	78,605	171,795	146,359	1,087,115	9,267,592
Estates	7,919	30,455	0	0	0	0	0	0	7,919	30,455
Churches	8,570	8,550	1,000,000	0	400	650	199,589	197,381	308,559	206,581
WBCL/William Taylor Foundation	0	0	0	0	0	0	1,256,868	1,484,360	1,256,868	1,484,360
Matching Gifts	119,481	127,699	73,606	129,560	44,582	30,865	10,879	13,795	248,548	301,919
Total Gifts	1,437,474	1,632,959	2,803,500	13,620,038	839,035	1,060,171	2,356,665	2,725,011	7,436,674	19,038,179

¹Special Projects – Capital Campaign (unrestricted), Environmental Studies Center (Upland), Fine Arts II (Upland), Samuel Morris Hall (Upland), Fort Wayne Classrooms, Student Activities Center (Fort Wayne), Zondervan Library (Upland), Art History Chair (Upland), and Lilly Grant (Fort Wayne). ²Restricted Gifts – Annuities, Endowments, Current Scholarships, Endowed Scholarships, Endowing the Vision and Donor Grants. ³Other Gifts – Planned Giving Program, Department Restricted Gifts, Church Matching Grants, FWO/TWO World Outreach, WBCL, William Taylor Foundation.

Major Gifts and Grants

- The Lilly Endowment, Inc., awarded Taylor a grant for \$7,380,000. This cash gift is the largest ever received by the University and will be used for the student commons and library renovation/expansion on the Fort Wayne campus.

- A \$500,000 grant from the Foellinger Foundation also will be used for the Fort Wayne student commons.

- Coburn and Modelle Metcalf gave \$1.5 million for the newly named Modelle Metcalf Visual Arts Center on the Upland campus. This is the largest one-time cash gift ever received by Taylor from a living individual. The visual arts center is the third and final phase of the Upland fine arts complex.

- Total funding in the amount of \$1,250,000 was identified for an academic chair in computer science, to be housed on the Upland campus.

Taylor Tomorrow Campaign Gifts and Pledges

FISCAL YEARS 1998-99, 1997-98 & 1996-97
(amounts represent campaign totals at end of fiscal year)

	1998-99	1997-98	1996-97
Pledges Outstanding	\$13,622,000	13,816,000	11,600,000
Gifts Received	29,318,000	13,791,000	8,916,000
Deferred Gifts	11,398,000	10,257,000	8,684,000
Total	54,338,000	37,864,000	29,200,000

University Development

University Development had a banner year as the Taylor Tomorrow Capital Campaign set a new record. The fiscal year concluded with over \$16,474,000 dollars given or pledged to the campaign, the largest annual amount in Taylor's history.

The William Taylor Foundation also experienced its most successful year, with over \$6 million that can be directly attributed to present and past planned giving contacts. The William Taylor Foundation sponsored two trips, a 14-day tour of Turkey and a cruise to the Bahamas with Charles Stanley. Thirty-three alumni and friends participated in these trips.

Alumni Relations in Upland continues to serve over 15,000 active alumni through reunions, class news and magazine articles, Homecoming weekend, gatherings, the alumni directory and a variety of other services.

Grandparents Day was held during the spring semester. Over 325 grandparents and family members visited stu-

dents. A newsletter, Family Times, was inaugurated as a source of information for parents and grandparents.

On the Fort Wayne campus, development staff members hosted 12 alumni gatherings, welcomed nationally-known financial expert Larry Burkett to campus, and released over 70 topics to the local media through the university relations office. An increased focus on the Fort Wayne community led to the establishment of the Community Advisory Council and continual neighborhood relations discussions.

The university relations office on the Upland campus completed a redesign of the University website, conducted a readership survey of the magazine, covered several major news stories and hosted nearly 8,000 people for conferences and camps. Staff members organized a university-wide crisis communications management seminar to train employees for service in the event of a crisis.

Balance Sheet

Fiscal Years 1998-99, 1997-98 and 1996-97
(in millions of dollars, rounded to the nearest hundred)

	1998-99	1997-98	1996-97
Cash and Cash Equivalents	\$ 0.2	\$ 0.5	5.4
Receivables	9.0	8.1	7.0
Investments	28.6	17.1	15.4
Endowed Assets	33.8	32.0	26.1
Annuity/Trust Assets	17.9	17.6	18.5
Physical Plant	43.2	40.6	33.2
Other	1.2	0.8	0.5
TOTAL ASSETS	133.9	116.7	106.1
Accounts Payable/Accruals	7.1	6.8	8.1
Mortgages/Notes Payable	10.5	11.2	11.3
Government Financial Aid	2.7	2.7	2.7
Trust Liabilities	13.7	14.0	14.1
Other Liabilities	1.0	0.8	0.6
TOTAL LIABILITIES	35.0	35.5	36.8
Unrestricted Net Assets	47.4	45.7	39.9
Temporary Restricted Net Assets	18.4	6.7	5.2
Permanently Restricted Net Assets	33.1	28.8	24.2
TOTAL NET ASSETS	98.9	81.2	69.3
TOTAL LIABILITIES AND NET ASSETS	133.9	116.7	106.1

The Mission Statement

Taylor University is an interdenominational evangelical Christian institution educating men and women for lifelong learning and for ministering the redemptive love of Jesus Christ to a world in need. As a Christian community of students, faculty, staff and administration committed to the Lordship of Jesus Christ, Taylor University offers postsecondary liberal arts and professional education based upon the conviction that all truth has its source in God.

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